

COMMUNITY DEVELOPMENT DEPARTMENT

I. DEPARTMENT MISSION

The Community Development Department serves the public through the formulation and implementation of the County General Plan and related policies and programs adopted by the Board of Supervisors to guide future land use, development, and the management and conservation of resources. Our work recognizes that land use planning and the provision of infrastructure have social, environmental and economic impacts on the entire fabric of a community. We are dedicated to serving our customers and the public interest by:

- Encouraging public participation in planning activities;
- Providing balanced short- and long-term development and redevelopment of the County within the regional setting;
- Conserving and enhancing the physical, environmental, social, and economic resources of the County and region;
- Balancing a multitude of diverse public and private interests and community visions;
- Facilitating decision-making and solutions by providing both accurate and timely information through objective and thorough analyses; and,
- Collaborating with residents, other agencies, civic and business groups to promote self-sustaining communities and foster economic opportunities.

II. MAJOR PROGRAM DESCRIPTIONS

- A. ADVANCE PLANNING** Analyze proposed amendments to the County General Plan, develop special plans and programs that address changing local priorities and implement the goals and policies of the County General Plan.

BUDGET: \$239,366

FTE: 3

- B. CURRENT PLANNING** Facilitate orderly land use and development consistent with the County General Plan, CEQA, other State laws including the Permit Streamlining Act and the County Ordinance Code. Administer development permit applications (rezoning, land use permits, variances) in the unincorporated communities. Provide for the inclusion within the project review process of various County and non-County public agencies, homeowner groups, municipal advisory councils, cities and environmental groups. Monitor the implementation of residential, commercial and industrial projects to ensure compliance with the permit conditions and environmental mitigation requirements. Review proposed

development for compliance with applicable Zoning Ordinance restrictions, development permits, and State law requirements prior to clearing construction plans for issuance of building permits within the unincorporated areas. Provide staff services to the Airport Land Use Commission to foster compatible development in the contiguous and surrounding areas.

BUDGET: \$3,703,582
FTE: 19

- C. REDEVELOPMENT AND ECONOMIC DEVELOPMENT** Implement the County General Plan and remove blight in the County’s four redevelopment areas by providing economic development, infrastructure, open and recreational space, affordable housing and job opportunities. Structure and administer County tax-exempt bond financing of single family mortgages, multifamily apartments, industrial projects and infrastructure. Administer federal programs (CDBG-Block Grants; HOME-Home Investment Partnership; ESG-Emergency Shelter Grants; HOPWA-Housing For People With Aids) to preserve and develop housing stock, foster economic development and support infrastructure improvements, neighborhood facilities, and social service programs for low and moderate-income persons. Establish programs to enhance the County’s economy and job base including efforts to retain and attract businesses and create job linkages between residents and businesses.

REDEVELOPMENT BUDGET: \$1,335,382
CDBG BUDGET: \$4,286,000
PRIVATE HOUSING ACTIVITY BOND: \$2,253,220
HOME/ESG/HOPWA \$3,648,530
FTE: 15

- D. TRANSPORTATION PLANNING** Coordinate the development and implementation of the County’s transportation policies with other agencies in support of the County’s General Plan. Evaluate the consistency of major development applications with the Circulation Element. Implement the County’s growth management program, including congestion management and trip reduction activities, and administration of the Measure C-88 “Return To Source” revenues comprising approximately \$10 million of the budget for the seven-year County Road Improvement Program. Provide transportation planning support as needed to other County agencies and jurisdictions.

BUDGET: \$8,459,684
FTE: 5

E. CONSERVATION

SOLID WASTE Manage County solid waste and resource recovery programs by administering solid waste collection franchises, land use planning and monitoring of landfills, transfer stations and household hazardous waste facilities in the unincorporated areas. Develop and implement source reduction, reuse and recycling programs. Update and maintain demographic information. Administer the County's Mobile Home Rent Stabilization Ordinance and mediate rental disputes.

SOLID WASTE BUDGET: \$994,628
FTE: 5.5

WATER & NATURAL RESOURCES Plan and coordinate construction and operations/maintenance of ship channels through dredging and disposal projects with the Army Corps of Engineers to ensure safe and efficient vessel transport. Identify, plan and coordinate upland disposal sites for beneficial reuse of dredge sediments. Coordinate wetlands and habitat preservation and enhancement including facilitating collaborative parks/open space projects.

WATER RESOURCES BUDGET: \$195,835
FTE: 2.5

F. MANAGEMENT SYSTEMS AND FISCAL OPERATIONS Manage: department revenue recovery and other financial services; information technology including GIS mapping and graphics services, countywide demographic information services, computer network support and development of database and other electronic services; personnel and other general administrative activities. Administer the County's Mobile Home Rent Stabilization Ordinance and mediate rental disputes.

BUDGET: \$937,515
FTE: 11

G. ADMINISTRATION Provide overall policy direction and leadership for department programs and activities.

BUDGET: \$622,109
FTE: 4

H. DATA

Permanent Allocated and Filled Positions by Race and Sex

1/1/2003

CLASS	Allocated Positions	Filled Positions	Ethnicity					Sex	
			C	AF	H	A /PI	Aml	M	F
Acctn. Clk Beg.,Exp., Adv., Tech.	2	2	1			1			2
Accountant I, II, III	4	4	2			2		2	2
Admin. Svcs. Asst. II, III	3	3	2		1			1	2
Administrative Services Officer	1	1	1						1
Clerical & Secretarial	10.5	10	9			1		2	8
Dep. Dir. - Current & Adv. Planning	1	1	1						1
Dep. Dir.- Redevelopment	1	1	1					1	
Dep. Dir.- Transportation	1	1	1					1	
Director of Community Development	1	1	1					1	
Executive Secretary	1	1			1				1
Graphic Technician I, II	1	1	1						1
Info. Sys. Progmr/Analyst I, II	1	0							
Planner I, II, III	22	22	14	1	4	3		9	13
Planning Technician I, II, III	4	4	4					2	2
Principal Planner Level A, B	9	9	9					5	4
Redevelopment & Hsng. Specialist I, II	1	1	1						1
Resource Recovery Specialist	1	1		1					1
Senior & Transportation Planner	3	2	2					2	
Supervising Accountant	1	1	1						1
Supervising Graphics Technician	1	1				1			1
Permanent Staff Totals	69.5	67	51	2	6	8	0	26	41

20 Contract / Temp. Staff = 10 Female (50%), 10 Males (50%); 15 Caucasian (75%); 2 African Am. 10%);
1 Hispanic (5%); 2 Asian/PI (10%)

Twenty (20) Contract/Temp staff cover work assigned vacant positions for a total of 89.5 actual staff

Ethnicity Legend:

C = Caucasian

AF = African American

H = Hispanic

A / PI = Asian and Pacific Islander

III. DEPARTMENT ACCOMPLISHMENTS

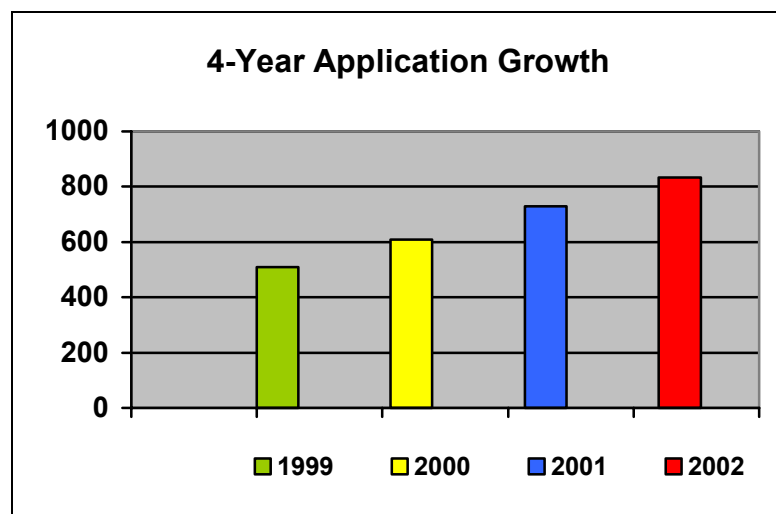
A. ADVANCE PLANNING

1. Assisted in the initiation of Redevelopment Plan adoption and General Plan review for the proposed Downtown El Sobrante and Montalvin Manor redevelopment projects to establish compatible land uses, reflect community concerns, develop a less costly and more environmentally sensitive road network, and create new housing opportunities.

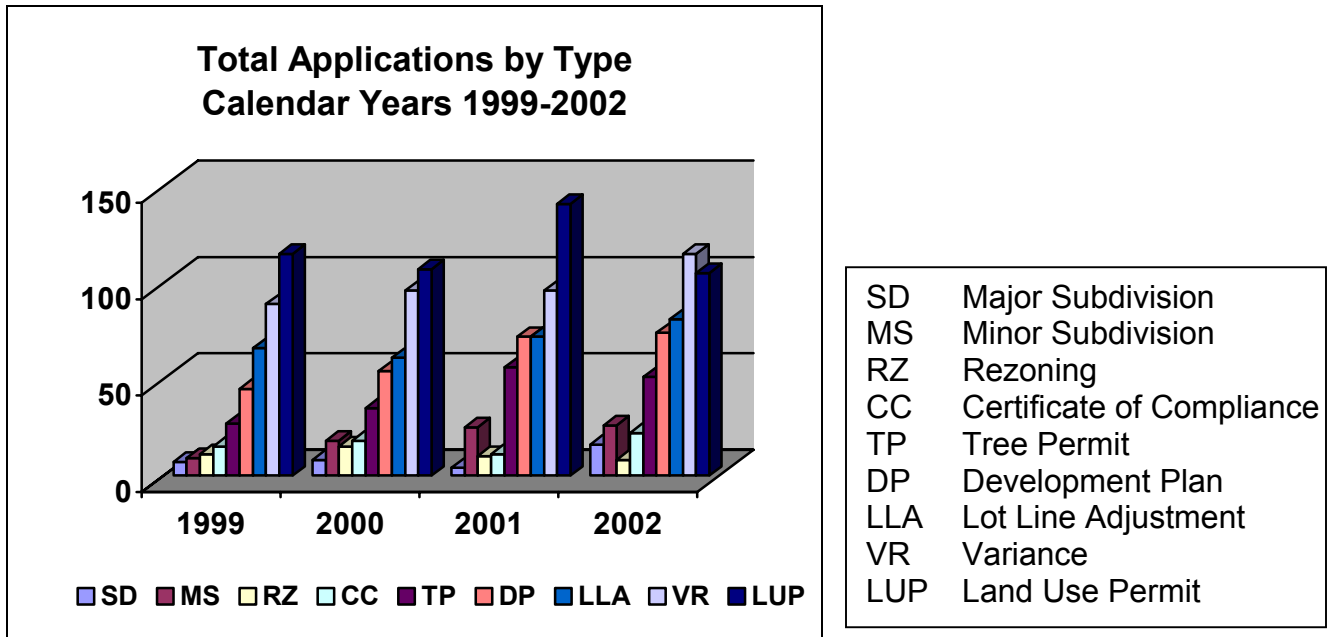
2. Prepared and completed review of the ALUC Airport Land Use Compatibility Plan as it relates to the unincorporated area for the Byron Airport and Buchanan Field Airport to comply with State law and enable continuing airport operations.
3. Working through the re-established County Agricultural Advisory Task Force, prepared revisions to agricultural zoning districts, including an update to the A-4: Agricultural Preserve District to conform to state law and repeal of the A-1 Zoning District to support and maintain the county's agricultural economy.
4. Provided technical assistance to the "Shaping Our Future" effort, a partnership between the County and Cities, to establish a common vision in collaboration with the cities on how to manage growth in Contra Costa County.

B. CURRENT PLANNING

1. Achieved a 99% completion rate (comparison of the number of applications filed and the number completed) despite a 21% growth in the number of applications filed over the past two years.
2. Completed the planning review process for 487 applications and for 346 small lot reviews, with appeals filed on less than 4% of these applications.
3. Monitored the implementation/construction of major projects involving in excess of 8,000 housing units as shown in the Compliance Monitoring Chart.



A 30% Application Growth Rate was experienced from 1999 – 2002



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4. Finalized and distributed Draft EIRs for the Brentwood Rod & Gun Club and the San Ramon Valley YMCA.
5. Implemented the Alcohol Beverage Ordinance including coordinating the roles of County Departments and other regulatory agencies, reviewing proposed land use permit applications and applying the ordinance, establishing implementation procedures and practices, and drafting the fee ordinance to ensure costs are recovered.
6. Undertook cost-reduction measures, in coordination with Building Inspection and the Public Works Departments, by eliminating the Manager position in the Application & Permit Center and integrating the duties of that position into the responsibilities of existing line staff.

C. REDEVELOPMENT AND ECONOMIC DEVELOPMENT

1. Leveraged over \$31 million to undertake housing, economic development, infrastructure community enhancement and public service projects.
2. Provided job training to 210 extremely low and very low income persons, homeless persons and underemployed or CalWorks' clients, and placed 83 persons in to permanent full-time or part-time jobs.

3. Assisted 43 persons in starting businesses as in-home childcare providers and helped create an additional 10 new businesses.
4. Approved five loans through the Small Business/Micro-enterprise Revolving Loan Fund.
5. Provided financial assistance to 37 public service projects serving over 25,684 urban county residents and over 3,000 families.
6. Completed seven infrastructure and public facility projects including one ADA restroom improvement, one playground improvement, three sidewalk accessibility improvements and two public facility improvements.
7. Completed 11 projects that provided 221 affordable housing units.
8. Continued development on or financed an additional 15 projects which will provide 691 affordable housing units.
9. Funded programs to provide fair housing services to 160 households.
10. Performed on-site monitoring of eight public service programs for compliance with contract specifications.
11. Completed multiple projects within the Redevelopment areas including:

Pleasant Hill BART Area

- Completed community planning and design work for a park/open space corridor and the Pedestrian/Bicycle Overcrossing Program
- Completed Renaissance/Club Sport – hotel/health club complex.
- Completed PMI Plaza – office building.

North Richmond Area

- Finalized affordable home sales near the Richmond Parkway.
- Received several Federal grants to create a Youthbuild Program to provide education and construction skills to youth ex-offenders in the community.
- Created a Comprehensive Economic Development Strategy necessary to access Economic Development Administration funding.

Bay Point Redevelopment Project Area

- Completed a Community Planning Program and identified a developer for the Agency-owned residential site in the North Broadway area.
- Completed a Bay Point marketing plan and collateral materials to enhance its image and to stimulate economic development activities.
- Achieved adoption of the Pittsburg/Bay Point BART Specific Plan.

Rodeo Redevelopment Project Area

- Worked with the Ecumenical Association for Housing, Inc. to complete the Rodeo Senior Housing Apartments.
- Continued the design work for the Parker Avenue improvements, and the related utility under grounding.
- Submitted grant applications for waterfront property hazardous materials characterization in order to facilitate economic uses.

D. TRANSPORTATION PLANNING

1. Collaborated with the four regional transportation planning committees and the Contra Costa Transportation Authority (CCTA) in beginning work on the reauthorization of Measure C, the update to the Countywide Transportation Plan and preparation of the Countywide Bicycle and Pedestrian Plan
2. Successfully demonstrated the County's compliance with the Measure C Growth Management Program for 2000 and 2001, which enables the County to receive over \$4 million annually in sales tax revenue for the next two years for transportation.
3. Assisted the Redevelopment Agency in addressing the transportation impacts associated with implement the Iron Horse Trail/ Greenspace projecting, approving the Iron Horse Associates Project and the Pittsburg-Bay Point BART Station Area Specific Plan, and initiating redevelopment plans for the El Sobrante and Montalvin Manor project areas.
4. Successfully demonstrated the County's compliance with the Contra Costa Congestion Management Program for FY's 00/01 and 01/02 and 02/03, which enables the County to receive nearly \$5 million annually in Section 2105 gas tax revenue for transportation for the next two years
5. Initiated the El Portal Drive/College Gateway Streetscape Design Project through on behalf of the County and the City of San Pablo.

6. Provided GIS mapping and analysis services to the Children & Families Commission, the Health Services Department, and the Employment and Human Services Department.
7. Advised the County Administrator's Office on Martinez Civic Center parking issues.
8. Provided GIS development assistance for integrating the Department's databases.
9. Applied for or assisted others in applying for over \$3.5 million in grants and \$2 million in federal earmarks for transportation system projects.
10. Collaborated with the cities in creating a countywide database of existing and planned bicycle facilities using GIS software in support of the Countywide Bikeway and Pedestrian Plan.
11. Obtained the Contra Costa Transportation Authority's support for the Board's request to conduct a study of paratransit issues in the County.
12. Provided staff support to the Board's Transportation, Water and Infrastructure Committee, the Ad Hoc Intercity Rail Advisory Committee, the Iron Horse Corridor Advisory Committee and the regional transportation planning committees for eastern and southwest area jurisdictions.

E. CONSERVATION

SOLID WASTE

1. Received a "Resources for the Future Award" from the California Integrated Waste Management Board to honor the County's achievement of the Integrated Waste Management Act's 2000 waste diversion goal; specifically the County was found to have diverted 46% of the waste generated in the unincorporated areas and made a "good faith effort" at implementing waste reduction programs.
2. Implemented a new beverage container recycling collection program for bottles and cans at 10 County maintained parks.
3. Awarded a Used Oil Recycling Block Grant in the amount of \$82,009 to help fund a three-year program to increase the amount of used oil recycled curbside in the unincorporated areas.

4. Collaborated with and provided funding to the General Services Department to expand the bottles and cans recycling collection program to 11 additional County buildings in Martinez.
5. Formed a Regional Agency (type of Joint Powers Authority) with the City of Oakley and Ironhorse Sanitary District for the purposes of complying with the Integrated Waste Management Act.

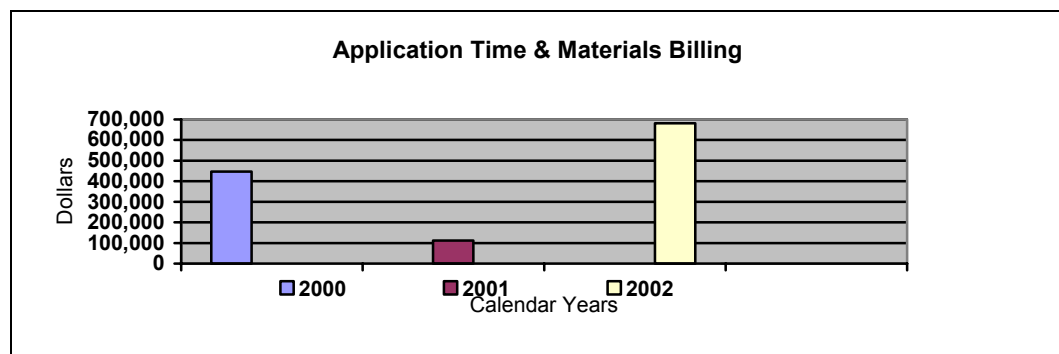
WATER & NATURAL RESOURCES

1. Obtained \$3.8 million in federal funds for maintenance dredging of the Suisun/New York Slough Channels for federal FY 2003.
2. Obtained \$1.8 million in federal funds for Army Corps of Engineers use for a vessel turning basin at Avon (FY 2003) and planning for potential deepening of the San Francisco to Stockton ship channel.
3. Obtained \$1.5 million in federal funds for Army Corps of Engineers maintenance of the Pinole Shoal Channel for FY 2003.
4. Facilitated a pilot project with the state Department of Water Resources for beneficial reuse of 150,000 cubic yards of sediment on Sherman Island for levee restoration and rehandling of sediment from the Suisun Bay Channel for 2003. Continued work with DWR and the Army Corps of Engineers to continue use of this site as a long-term facility in the Delta.
5. Initiated a consensus-based stakeholder process to review environmental windows for dredging projects, to coordinate permitting, review dredging practices and provide science to allow dredging to occur while strengthening endangered aquatic species populations.
6. Together with Public Works, continued the Contra Costa Watershed Forum to coordinate and promote multi-objective planning for creeks. Refined the Website and Mitigation Coordination Program to more efficiently match those seeking mitigation with those seeking restoration funding.
7. Applied for and was awarded \$210,000 in grant funding to purchase Global Positioning System (GPS) Units and conduct 10 weekend volunteer data collection efforts in order to develop an atlas of creeks and watersheds in the County.
8. Coordinated development of the proposed ballot measure to raise additional funding for open space.

9. Coordinated the development of a comprehensive report on agricultural drainage issues and the San Luis Drain, in concert with local water districts and national environmental organizations.
10. Assisted with computerized and GIS mapping within the Department and employed to support the Open Space/Parks ballot measure.
11. Managed the development of an East County Habitat Conservation Plan on behalf of a Joint Powers Authority of which the County is a member. Milestones included initiation and facilitation of a stakeholder process, initiation of a Science Advisory Panel process, completion of baseline biology and habitat modeling and the successful pursuit of \$200,000 in new state/federal grants.

F. MANAGEMENT SYSTEMS AND FISCAL OPERATIONS

1. Upgraded GIS mapping software, provided desktop access to various mapping layers for professional planners thereby assisting in expediting planning reviews. Collaborated with DOIT and the Assessor in developing an economic development component for the County GIS website and digitizing the GIS data layers on parcels, centerlines, census tracts, and zoning.
2. Decreased the CDD position vacancy duration to less than three months for major job classes, thereby assuring prompt coverage for work assignments.
3. Increased revenue collection in collaboration with Public Works on Joint Billing System thereby assuring adequate revenues to cover costs.



4. Maintained the department Website (www.cocoplans.org) and created interactive surveys and downloadable reports (PDF format) to facilitate public access and input on Housing Element, Open

Space Funding, and other proposed land use projects in Pleasant Hill BART Station Area and other unincorporated areas.

5. Continued upgrading the department computer network and technical equipment to enable integration of data storage and retrieval. Increased mapping capabilities, and supported public presentations using digital mapping.
6. Provided software and computer system training to staff to facilitate work activities.

IV. CHALLENGES

- A.** Develop and recommend updates to the Board of Supervisors on Agricultural Zoning Districts, the Williamson Act Program and other General Plan policies to promote and retain agriculture in Contra Costa County.
- B.** Enhance regional cooperation on Open Space Funding.
- C.** Optimize integration of department's databases and GIS activities.
- D.** Initiate a Master Planning Process including fire protection, water supply, waste-water treatment, flood control and parks to address infrastructure constraints and ensure compliance with Growth Management Performance Standards by identifying the limitations and needed improvements of existing infrastructure, facilities and services to accommodate future population growth.
- E.** Continue to improve information technology systems to better serve customers and to increase access to land use information for staff over department intranet and for the public over the Internet.

V. PERFORMANCE INDICATORS

A. ADVANCE PLANNING

Number of actions taken to update and maintain:

1. the County Zoning Ordinance,
2. the Williamson Act Program,
3. the General Plan, and
4. various land use initiatives such as development of the Smart Growth Action Plan to assist the Board of Supervisors.

B. CURRENT PLANNING

1. Achieve a 92%-100% rate for the number of completed applications compared to the number received.
2. Maintain at 6% or less the percentage of projects pending for two or more years. (See Table 2)
3. Process 80% of land use permits, development plans, minor subdivisions and rezonings within one year; process 80% of variances and tree permits within six months.
4. Reduce by 25% the average number of overtime hours contributed by the planning staff, and reduce by at least 25% the total number of overtime hours for the division. During the year 2000, the eight member planning staff contributed 1,155 hours.
5. Initiate and complete the public hearing process for at least two code amendments that will streamline the planning process.

C. REDEVELOPMENT AND ECONOMIC DEVELOPMENT

1. Increase the amount of financial leverage achieved through funded projects.

D. CDBG

1. Perform on-site monitoring of 25% of funded programs to assure compliance with federal regulations and contract specifications.

E. AFFORDABLE HOUSING

1. Increase the number of affordable housing units constructed or substantially rehabilitated/preserved; increase the number of homebuyers assisted.
2. Increase the number of housing services provided by fair housing/housing counseling agencies.

F. REDEVELOPMENT

1. Assessed value increases achieved in the redevelopment project areas.
2. Amount of private investment stimulated through contractual agreements.

G. ECONOMIC DEVELOPMENT

1. Increase the numbers of businesses retained, attracted.
2. Increase the number of jobs created (and link to job training/placement programs).

H. TRANSPORTATION PLANNING

1. Assure that 100% of plans, projects and programs reviewed are consistent with the County General Plan.
2. Revenue and resources obtained for transportation planning and implementation.

I. CONSERVATION

SOLID WASTE

1. Increase amount of waste reduction and recycling programs implemented.
2. Increase amount of waste diverted from landfills.

WATER & NATURAL RESOURCES

1. Number of stronger restrictions on the discharge of salts and selenium from agriculture in the Central Valley.
2. Maintain collaborative dialogue among agencies, CALFED, and LTMS on the potential for beneficial reuse of Bay sediment in the Delta.

J. MANAGEMENT SYSTEMS AND FISCAL OPERATIONS

PERSONNEL

1. Decrease time period positions remain vacant to three months.

FISCAL

1. Complete CD portion of refunding process on 85% of the Land Use Projects within 60 days of decision.
2. Continue to upgrade revenue recovery and revenue generation methods.

INFORMATION TECHNOLOGY SERVICES

1. Maintain interdivisional network and file sharing links.
2. Percent of time computer network system is functional.

GRAPHICS & MAPPING SERVICES

1. Provide departmental mapping requests within two weeks.
2. Complete basic digitizing of zoning, city and census boundaries.

K. SUMMARY OF OUTCOMES FOR SELECTED PERFORMANCE INDICATORS

Specialty	Indicators	Results 1999-00	Results 2000-01	Results 2001-02	Results 2002-03
	Compliance Monitored Units	5400	7100	7900	8200
	Application Completion Rate (Target 92-100 %)	80%	96%	96%	99%
	Appeal Rate on discretionary reviews Target: <5% (New Indicator)	NA	NA	NA	4%
Redevelopment and Economic Development	Amount leveraged for community projects	\$ 5 Million	\$ 60 Million	\$ 84 million	\$ 31 million
	Affordable units assisted	410	419	220	691
Transportation Planning	Amount obtained for Transportation projects	\$1.8 million	\$2.4 million	\$ 5 million	\$12.5 million
Conservation/ Solid waste	Percent of waste generated in unincorporated areas that is diverted (New Indicator)	NA	NA	NA	46%
Water and Natural Resources	Funds obtained for dredging and deepening waterways	\$5.2 million	\$3.7 million	\$ 1.85 million	\$7.1 million

VI. ORGANIZATION CHART

